

PHILIP MORRIS U. S. A.

INTER - OFFICE CORRESPONDENCE

Richmond, Virginia

To: C. Kroustalis

Date: February 6, 1990

From: W. R. Raymond

Subject: Operations Support, Flavor Development -- 1990 Strategic Plan

Per Don Leydon's request of January 16, 1990, following are Flavor Development Division Operations Support Program projections for 1990. Resource allocations are still under discussion and will be forwarded to you under separate cover when finalized. If you have any questions, please feel free to call me.

FLAVOR ANALYTICAL SUPPORT:

Objective: To provide analytical and troubleshooting support to Operations Services, Quality Assurance and Manufacturing in matters involving flavors or flavor-related problems.

Operational Plans: Analytical support and troubleshooting will continue as appropriate upon request. Support areas include out-of-spec. concentrates, preblends and finished flavors and casings, off-flavors or odors, foreign matter, ingredient problems, etc.

Resources in Man-years:

Primary Contact: R. Hale, OC/T3W, Ex-3642

NONTOBACCO MATERIALS SUPPORT:

Objective: To provide analytical and subjective evaluation support for the characterization and qualification of packaging materials, nontobacco cigarette components and other factory materials.

Operational Plans: Subjective panel evaluations will continue as appropriate upon request by Operations Services to qualify and/or characterize any new factory materials such as filters, papers, inks, adhesives, packaging materials, cleaners, etc. to ensure product subjective integrity. Headspace GC evaluation of packaging materials will continue as required for established and new brands.

Resources in Man-years:

Primary Contacts: Subjective Requests -- W. Bell, OC/T3W, Ex-4299
Analytical Requests -- R. Hale, OC/T3W, Ex-3642

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NATURAL GLYCERIN/TRIACETIN:

Objective: To develop analytical and subjective criteria necessary to qualify and specify all-natural glycerin-based triacetins from multiple vendors for interchangeable use as filter plasticizers.

Operational Plans: Subjective assessments are nearing completion to confirm natural:synthetic glycerin ratio used in the manufacture of Eastman Estrobond B. Eastman will convert this year from bulk glycerin feeding system to a constant metering system ensuring a constant natural:synthetic glycerin feed ratio as determined by Flavor Development subjective results. Analytical and subjective characterizations of synthetic and natural glycerins and triacetins from various vendors will continue in an effort to identify and classify impurities with respect to subjective quality. Direction will be provided to glycerin and triacetin vendors as appropriate to try to standardize both glycerin and triacetin to the highest possible subjective quality standards for interchangeable use in Manufacturing.

Resources in Man-years:

Primary Contact: R. Hale, OC/T3W, Ex-3642.

FLAVOR REVISIONS:

Objective: To subjectively test revised ingredients and/or flavors to qualify same for use in Manufacturing.

Operational Plans: Revision ingredients and flavors and Flavor Center submissions from Operations Services will continue to be evaluated and recommended for approval or further assessment.

Resources in Man-years:

Primary Contact: B. Taylor, OC/T3W, Ex-4288

FACTORY SUBJECTIVE SUPPORT:

Objective: To provide subjective panel testing services to Manufacturing to monitor new brand and test market start-ups, to troubleshoot subjective problems in filler and cigarettes and to qualify process and direct material changes.

Operational Plans: Subjective monitoring and troubleshooting activities will continue on an as-needed basis. Subjective testing for qualification of the MC Bulk-Handling process for reconstituted and Oriental tobaccos is expected to continue throughout the first half of 1990.

Resources in Man-years:

Primary Contact: W. Bell, OC/T3W, Ex-4299

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ETHANOL EMISSION REDUCTION:

Objective: To significantly reduce alcohol levels in PM flavor systems, and consequently factory environmental emissions, while maintaining product subjective integrity.

Operational Plans: Work will continue with Cambridge aftercut to reduce ethanol by 30% via preparation by a sonulation process. Analyses of flavors on filler and cigarettes, and subjective evaluations will continue. Alternative methods for sonulation will be investigated. POL testing of reduced-ethanol versus current flavor systems, for Cambridge and other brands as applicable, is planned to test for subjective parity.

Resources in Man-years:

Primary Contact: S. Ruziak, OC/T3W, Ex-2079

MARLBORO STANDARDIZATION:

Objective: To aid in the standardization of manufacturing processes and procedures among PM factories to ensure consistent quality and minimal variation in the Marlboro brand family.

Operational Plans: Current 1990 projections include three unscheduled factory pickups each of Marlboro and Marlboro Lights (all packings) which will be subjectively evaluated by the Marlboro Standard Panel. In addition, a standard run (VIII) is tentatively scheduled for August, 1990, in which all manufacturing locations (including Semi-works) will produce Marlboro and Marlboro Lights using the same flavors and, where applicable, the same cigarette and packaging materials. Cigarettes from Standard Run VIII will be subjectively tested both internally (Marlboro Standard Panel) and externally (POL). Selected analyses will be performed of ingredients, concentrates, preblends, finished flavors, blend components, finished filler and cigarettes to track production variation. The tentative schedule for Standard Run VIII is based on completion of the blend changeover to 1988 crop blend components.

Resources in Man-years:

Primary Contact: K. Deane, OC/T3W, Ex-4293

SUPPORT TO PROCESSING PLANTS:

Objective: To develop, evaluate, and/or optimize new additives, specifications and process changes to assure the subjective quality of reconstituted sheet materials.

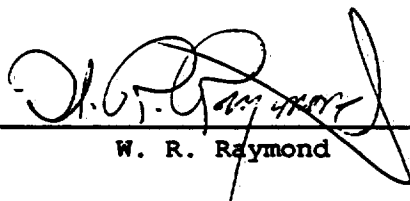
Operational Plans: Subjective evaluations will continue on RL's made on Park 500 Line 3 to qualify the evaporator upgrade on that line. Qualification testing will continue for dry flavor replacement in RLB and for a range of sheet solubles in each RL. Internal subjective testing for the evaporator upgrade and dry flavor replacement is projected for completion during the first quarter. Efforts will continue to qualify an

additional vendor source for roasted St. John's Bread native extract. Subjective support will continue for various processing plant tests, including additive levels and feedstock changes. R&D support projected to continue throughout 1990 includes subjective evaluation of alternate humectants, preservatives and processing aids such as Yankee release agents.

Work also is planned to continue for International sheet development. Strategies include tests of bonding agents and flavors in a companion sheet (ASTA-II) to blend with ASTA-I for substitution for RL's and RCB in PM brands in Spain. Flavor development also has been requested for RECA-I and -II to be utilized in Spanish brands.

Resources in Man-years:

Primary Contact: J. Swain, OC/T3W, Ex-5476


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cc: R. Ferguson
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